

# Solid Waste Services

## MISSION STATEMENT

The mission of the Solid Waste Services Division is to manage the County's municipal solid waste in an environmentally and economically sound manner. The goal is to recycle 50 percent of the municipal solid waste stream through an integrated solid waste management system which includes waste reduction, reuse, and recycling. Waste delivered to the County that is not reused or recycled is processed in a Resource Recovery Facility (RRF) which produces electricity, while nonprocessible waste, bypass waste, and ash are landfilled. The Division also provides contractual refuse collection services to single-family households in Subdistrict A of the Solid Waste Management District and contractual recycling collection throughout the County to single-family households outside of municipalities.

## BUDGET OVERVIEW

The total recommended FY07 Operating Budget for the Division of Solid Waste Services is \$105,765,850, an increase of \$250,270 or 0.2 percent from the FY06 Approved Budget of \$105,515,580. Personnel Costs comprise 11.4 percent of the budget for 81 full-time positions for 156.1 workyears. Operating Expenses, Capital Outlay, and Debt Service account for the remaining 88.6 percent of the FY07 budget.

## HIGHLIGHTS

- ❖ *Enhance environmental, safety, and permit compliance at the Solid Waste Transfer Station by adding a Safety/Compliance Engineer.*
- ❖ *Enhance the recovery of recyclable plastic materials by adding one contract plastic materials sorter for a total of six sorters on the plastic materials recovery line at the Recycling Center.*
- ❖ *Continue recycling outreach and education efforts to promote recycling and inform residents and the business community about recycling regulation, including the ban on recyclable materials at County waste acceptance facilities.*
- ❖ *Improve the oversight of Solid Waste Transfer Station operations by adding two Program Managers.*
- ❖ *Enhance long-term strategic solid waste planning by adding a Senior Planning Specialist.*
- ❖ *Improve monitoring and oversight of the Oaks and Gude Landfills by adding a Senior Engineer.*
- ❖ *Maintain the Solid Waste Disposal Fee (the "Tipping Fee") at \$52.00 per ton.*

## PROGRAM CONTACTS

Contact Scott McClure of the Division of Solid Waste Services

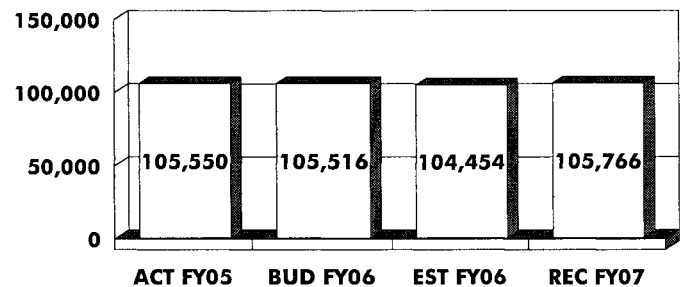
**Solid Waste Services**

## Program Summary

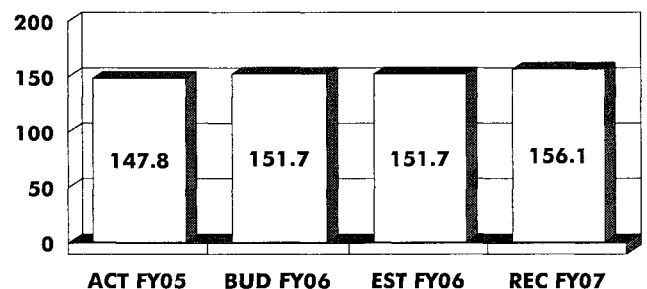
	Expenditures	WYs
Automation	311,440	2.0
Revenue Management & System Evaluation	559,430	6.2
Commercial Recycling and Waste Reduction	1,279,930	9.0
Dickerson Compost Facility	3,144,100	1.2
Dickerson Master Plan	263,420	1.8
Gude Landfill	359,030	0.6
Mixed Paper Recycling	1,631,830	0.5
Oaks Landfill	1,653,150	1.3
Out-of-County Refuse Disposal	11,972,180	0.6
Recycling & Waste Reduction - Multi-Family Dwellings	598,140	3.9
Recycling - Residential	16,410,380	20.2
Recycling Center	3,130,900	3.6
Waste System Program Development	304,900	1.5
Recycling Outreach & Education	313,060	0.8
Support for Recycling Volunteers	151,430	1.1
Regulation of Refuse & Recycling Collection	54,520	0.8
Residential Household Hazardous Waste	906,630	0.5
Resource Recovery Facility & Related Waste Transfer	42,186,730	3.3
Satellite Drop-Off Sites	472,810	3.1
Site 2 Landfill	115,680	0.4
Housing and Environmental Permit Enforcement	934,970	10.0
Solid Waste Transfer Station	2,917,030	11.6
Waste Detoxification	32,320	0.1
Waste Reduction	254,480	0.7
Debt Service - Disposal Fund	4,012,410	0.0
Administration	1,554,920	10.5
Refuse Collection - Residential	5,260,340	8.0
Vacuum Leaf Collection	4,979,690	52.8

**Totals** 105,765,850 156.1

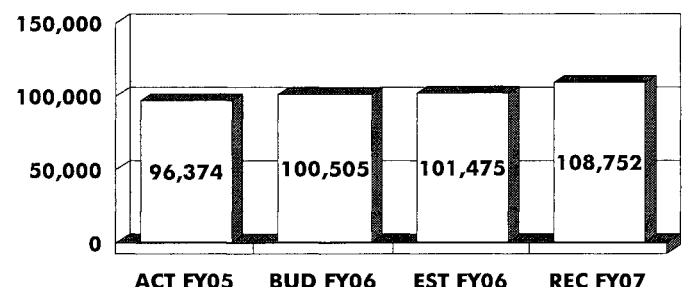
### Trends



EXPENDITURES [\$000s]



WORKYEARS



RELATED REVENUES [\$000s]

at 240.777.6436 or Thomas Webster of the Office of Management and Budget at 240.777.2788 for more information regarding this department's operating budget.

## PROGRAM DESCRIPTIONS

### Automation

This program provides for the overall operation and maintenance of existing computer equipment, as well as the purchase of any new automation equipment and technology to support effective and efficient achievement of the Division's mission.

#### FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	296,670	2.0
FY07 CE Recommended	311,440	2.0

### Revenue Management & System Evaluation

This program manages enterprise fund business processes and supports solid waste policy issues through overall system evaluation. The main activities are: fiscal management of the three enterprise funds including rate-setting and all revenue-related processes; ratepayer database management; appeals processing; billing waste collectors with credit accounts; system-wide tonnage tracking and reporting; policy analysis; benchmarking; and performance measurement.

#### FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	565,020	5.5
FY07 CE Recommended	559,430	6.2

### Commercial Recycling and Waste Reduction

This program provides for mandatory commercial sector recycling and waste reduction and the review of recycling and waste reduction plans and annual reports from all large and medium-sized businesses, as well as targeted small businesses. Through this program, technical support, assistance, outreach, and training is provided to the commercial sector in the areas of recycling, buying recycled products, and waste reduction. This program also provides for enforcement of the County's recycling regulations and other requirements of the County Code as they apply to non-residential waste generators.

#### FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	1,241,420	8.9
FY07 CE Recommended	1,279,930	9.0

### Dickerson Compost Facility

This program includes all functions necessary to transport, process, compost, and market yard trim that is received by the County through either curbside collection, drop-off at the Transfer Station, or collection through the Leaf Vacuuming Program. The yard trim is processed at the facility and then sold in bulk and bags.

#### FY07 Recommended Changes

- ☐ Replace one windrow turner, a conveyor, a screener, and the office trailer.

	Expenditures	WYs
FY06 Approved	3,101,010	1.3
FY07 CE Recommended	3,144,100	1.2

### Dickerson Master Plan

This program provides for the implementation of the Dickerson Solid Waste Facilities Master Plan. This plan identifies the environmental, community, and operational effects of solid waste facilities in the Dickerson area (the RRF, the Site 2 Landfill, and the Compost Facility) and outlines policies and actions to mitigate those effects.

#### FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	224,820	2.0
FY07 CE Recommended	263,420	1.8

### Gude Landfill

The purpose of this program is to monitor air and water quality around the landfill, maintain stormwater management and erosion control structures, maintain site roads, and manage the landfill gas. In addition, it encompasses all operational functions necessary to maintain the Gude Landfill, which closed in 1982, in an environmentally sound and cost-effective manner.

#### FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	342,980	0.6
FY07 CE Recommended	359,030	0.6

### Mixed Paper Recycling

This program provides for the management, processing, and marketing of the County's residential mixed paper. Residential mixed paper includes newspaper, corrugated containers, kraft paper bags, magazines, telephone directories, and unwanted mail.

#### FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	1,703,910	0.5
FY07 CE Recommended	1,631,830	0.5

### Oaks Landfill

This program maintains the closed Oaks Landfill in an environmentally sound and cost-effective manner in accordance with applicable State and Federal regulations. Mandated duties under this program include maintaining monitoring wells for landfill gas and water quality around the landfill; managing landfill gas; maintaining leachate storage and pre-treatment facilities; and performing other required site maintenance. This program also provides for the acceptance and treatment of waste generated by the cleanout of stormwater oil/grit separators.

### **FY07 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY06 Approved</b>	<b>1,960,330</b>	<b>1.3</b>
<b>FY07 CE Recommended</b>	<b>1,653,150</b>	<b>1.3</b>

### **Out-of-County Refuse Disposal**

This program provides for the rail shipment of ash residue that is designated for disposal from the RRF to a contracted landfill facility in Brunswick County, Virginia. A dedicated disposal cell area was developed at this landfill exclusively for waste from Montgomery County. This program also provides for the shipment of nonprocessible waste, such as construction material and, if necessary, bypass waste, from the Transfer Station to either recycling facilities or the contracted landfill in Brunswick County.

### **FY07 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY06 Approved</b>	<b>12,069,110</b>	<b>0.6</b>
<b>FY07 CE Recommended</b>	<b>11,972,180</b>	<b>0.6</b>

### **Recycling & Waste Reduction - Multi-Family Dwellings**

This program provides for mandatory recycling and waste reduction for multi-family properties. Program efforts include technical assistance, training, and outreach in addition to the review and monitoring of waste reduction and recycling plans and reports. This program also provides for enforcement of the County's recycling regulation and other requirements of the County Code as they apply to multi-family waste generators.

### **FY07 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY06 Approved</b>	<b>591,890</b>	<b>3.8</b>
<b>FY07 CE Recommended</b>	<b>598,140</b>	<b>3.9</b>

### **Recycling - Residential**

This program provides for securing, administering, and enforcing countywide contracts for residential curbside recycling collection with private haulers and responding to service needs from citizens. Staff maintains a customer service program and a database of all customers and the services they receive. This program also provides for enforcement of the County's recycling regulation as it applies to single-family waste generators, and enforcement of Collector licensure, permits, and other requirements of Chapter 48 of the County Code.

### **FY07 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY06 Approved</b>	<b>15,537,770</b>	<b>18.2</b>
<b>FY07 CE Recommended</b>	<b>16,410,380</b>	<b>20.2</b>

### **Recycling Center**

This program provides for the separation, processing, and marketing of recyclable materials (glass, metal, and plastic). The

Recycling Center also serves as a transfer point for shipping residential mixed paper for processing. The Recycling Center receives recyclable material collected under the County curbside collection program, as well as from municipalities and multi-family properties which have established similar types of programs. The materials are then sorted and shipped to markets for recycling.

### **FY07 Recommended Changes**

- *Enhance the recovery of recyclable plastic materials by adding one contract plastic materials sorter for a total of six sorters on the plastic materials recovery line at the Recycling Center.*

	<b>Expenditures</b>	<b>WYs</b>
<b>FY06 Approved</b>	<b>2,911,570</b>	<b>4.2</b>
<b>FY07 CE Recommended</b>	<b>3,130,900</b>	<b>3.6</b>

### **Waste System Program Development**

This program supports the planning and development of solid waste programs in accordance with the mandates of the County's Ten Year Comprehensive Solid Waste Management Plan. This may include evaluating existing source reduction, recycling, composting, collection, and disposal programs and policies with the intent of achieving solid waste program goals.

### **FY07 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY06 Approved</b>	<b>130,760</b>	<b>1.3</b>
<b>FY07 CE Recommended</b>	<b>304,900</b>	<b>1.5</b>

### **Recycling Outreach & Education**

This program provides for educating the general public about recycling, buying recycled products, composting, and waste reduction and encourages compliance with applicable laws. Public education is an important tool supporting solid waste program goals and ensuring the success of recycling initiatives.

### **FY07 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY06 Approved</b>	<b>302,870</b>	<b>0.8</b>
<b>FY07 CE Recommended</b>	<b>313,060</b>	<b>0.8</b>

### **Support for Recycling Volunteers**

The mission of this program is to use citizen volunteers to augment available staff resources and improve participation in waste reduction, recycling, and buying recycled programs. This citizen-to-citizen peer contact is very effective in motivating residents to actively participate in recycling.

### **FY07 Recommended Changes**

	<b>Expenditures</b>	<b>WYs</b>
<b>FY06 Approved</b>	<b>150,980</b>	<b>1.1</b>
<b>FY07 CE Recommended</b>	<b>151,430</b>	<b>1.1</b>

## Regulation of Refuse & Recycling Collection

This program provides for the enforcement of license requirements and regulates private residential and commercial waste haulers, including those that collect and transport refuse or recyclables.

### FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	72,250	0.8
FY07 CE Recommended	54,520	0.8

## Residential Household Hazardous Waste

This program collects and disposes of household hazardous waste such as flammable products, insecticides, mercury, and reactive and corrosive chemicals. These products are removed from the municipal solid waste stream and processed at State and Federally-approved hazardous waste treatment, storage, and disposal facilities. This program also includes outreach to educate residents regarding the potential dangers of certain household products and to reduce generation of hazardous waste.

### FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	943,770	0.5
FY07 CE Recommended	906,630	0.5

## Resource Recovery Facility & Related Waste Transfer

This program provides for the operation of the Montgomery County Resource Recovery Facility (RRF). The RRF serves as the primary disposal facility for non-recycled waste generated in the County. Electricity generated by the combustion of municipal solid waste is sold to Mirant Energy. The program also includes related costs at the Transfer Station and transportation of material between the Transfer Station and the RRF. Extensive environmental and operational monitoring is conducted, both on-site and in surrounding communities, to meet contractual obligations and all applicable regulatory standards regarding the facility.

### FY07 Recommended Changes

- ❑ *Resource Recovery Facility program costs will be lower in FY07 than in FY06 due to a reduction in the budgeted tonnage of waste to be processed at the facility and enhanced electricity revenues which offset the cost of operating the facility.*
- ❑ *Enhance the transportation of Municipal Solid Waste between the Transfer Station and the Resource Recovery Facility by acquiring seven additional rail cars.*

	Expenditures	WYs
FY06 Approved	44,202,530	3.3
FY07 CE Recommended	42,186,730	3.3

## Satellite Drop-Off Sites

This program operates satellite drop-off sites at the Damascus and Poolesville Highway Services Depots. Residents can bring

bulky materials to these sites. The sites, which operate only on weekends, provide drop-off sites for trash items as a convenience to County residents and reduce the incidence of roadside dumping. Material that is collected is then transported to the Transfer Station in Rockville.

### FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	446,350	3.0
FY07 CE Recommended	472,810	3.1

## Site 2 Landfill

This program provides for the management of properties acquired for a potential future landfill. All properties are leased and/or used by private citizens. Management activities include the inspection, evaluation, and maintenance of leased agricultural land, single-family dwellings, and agricultural buildings. Activities are coordinated with the Division of Operations as needed.

### FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	125,860	0.4
FY07 CE Recommended	115,680	0.4

## Housing and Environmental Permit Enforcement

Enforcement provided by the Department of Housing and Community Affairs under this program consists of six related components. Staff respond to citizen complaints dealing with: storage and removal of solid waste; illegal solid waste dumping activities in the County; storage of unregistered vehicles on private property throughout the County; storage of inoperable vehicles on private property; improper screening of dumpsters, particularly those in shopping areas; and control and regulation of weeds throughout the County. The program includes a "Clean or Lien" component, which provides for the removal of dangerous or unsightly trash, perimeter grass, and weeds on properties which the owners have failed to maintain as required.

Also under this program, the Department of Environmental Protection provides surface and subsurface environmental compliance monitoring at all County solid waste facilities, and reviews reports of air monitoring of the Resource Recovery Facility.

### FY07 Recommended Changes

	Expenditures	WYs
FY06 Approved	880,940	9.9
FY07 CE Recommended	934,970	10.0

## Solid Waste Transfer Station

The purpose of this program is to provide a receiving, processing, and shipping facility for municipal solid waste generated within the County. Yard waste is also received, processed, and shipped to the compost facility, mulch preserves, or other outlets. Other waste is handled or recycled including scrap metal, oil and anti-freeze, textiles, car batteries, and

construction material. County staff operate the scale-house and oversee general operations, while contractors provide for the receipt and transfer of waste and operate the public unloading facility and recycling drop-off areas. This program includes enforcement of the County's ban on delivery of recyclables mixed in with trash delivered for disposal.

#### **FY07 Recommended Changes**

- ☐ Enhance environmental, safety, and permit compliance at the Solid Waste Transfer Station by adding a Safety/Compliance Engineer.
- ☐ Enhance oversight of Transfer Station operations by adding two Program Managers.

	Expenditures	WYs
<b>FY06 Approved</b>	<b>2,239,630</b>	<b>8.4</b>
<b>FY07 CE Recommended</b>	<b>2,917,030</b>	<b>11.6</b>

#### **Waste Detoxification**

This program provides assistance to businesses that qualify as small-quantity generators of hazardous waste by providing them an economical and environmentally safe disposal option. The materials are handled through the County's hazardous waste contractor and permitted hazardous waste management facilities.

#### **FY07 Recommended Changes**

	Expenditures	WYs
<b>FY06 Approved</b>	<b>31,730</b>	<b>0.1</b>
<b>FY07 CE Recommended</b>	<b>32,320</b>	<b>0.1</b>

#### **Waste Reduction**

This program provides for the development of activities to reduce solid waste before it enters the waste stream. Program efforts focus on source reduction of yard trim through grasscycling and backyard composting, as well as recovering textiles and building and construction materials for reuse. This program also encourages reducing the use of hazardous materials through outreach and public education.

#### **FY07 Recommended Changes**

	Expenditures	WYs
<b>FY06 Approved</b>	<b>257,130</b>	<b>0.8</b>
<b>FY07 CE Recommended</b>	<b>254,480</b>	<b>0.7</b>

#### **Debt Service - Disposal Fund**

This program contains principal and interest payments for general obligation bonds and revenue bonds used to fund the construction of solid waste facilities and other major improvements.

#### **FY07 Recommended Changes**

	Expenditures	WYs
<b>FY06 Approved</b>	<b>4,067,460</b>	<b>0.0</b>
<b>FY07 CE Recommended</b>	<b>4,012,410</b>	<b>0.0</b>

#### **Administration**

This program provides budget management, management analysis, human resource management, contract and procurement management support, and administrative program support.

#### **FY07 Recommended Changes**

- ☐ Enhance long-term strategic solid waste planning by adding a Senior Planning Specialist.

	Expenditures	WYs
<b>FY06 Approved</b>	<b>1,256,260</b>	<b>9.6</b>
<b>FY07 CE Recommended</b>	<b>1,554,920</b>	<b>10.5</b>

#### **Refuse Collection - Residential**

The purpose of this program is to secure, administer, and enforce contracts with private haulers for residential refuse collection in Subdistrict A of the Solid Waste Collection and Disposal District, as well as to respond to service needs from citizens. Staff maintain the database of households served and administer the billing of that service. Staff also enforce County solid waste laws and noise ordinances pertaining to collection vehicle operators.

#### **FY07 Recommended Changes**

	Expenditures	WYs
<b>FY06 Approved</b>	<b>5,136,730</b>	<b>10.0</b>
<b>FY07 CE Recommended</b>	<b>5,260,340</b>	<b>8.0</b>

#### **Vacuum Leaf Collection**

The Vacuum Leaf Collection program provides two vacuum leaf collections to the residents in the Leaf Vacuuming District during the late fall/winter months. Vacuum leaf collection is an enhanced service which complements homeowner responsibilities related to the collection of the high volume of leaves generated in this part of the County.

#### **FY07 Recommended Changes**

	Expenditures	WYs
<b>FY06 Approved</b>	<b>4,723,830</b>	<b>52.8</b>
<b>FY07 CE Recommended</b>	<b>4,979,690</b>	<b>52.8</b>

## BUDGET SUMMARY

	Actual FY05	Budget FY06	Estimated FY06	Recommended FY07	% Chg Bud/Rec
<b>SOLID WASTE COLLECTION</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	669,224	768,150	683,750	698,560	-9.1%
Employee Benefits	207,009	258,980	243,790	241,570	-6.7%
<b>Solid Waste Collection Personnel Costs</b>	<b>876,233</b>	<b>1,027,130</b>	<b>927,540</b>	<b>940,130</b>	<b>-8.5%</b>
Operating Expenses	4,453,402	4,420,840	4,496,610	4,672,650	5.7%
Capital Outlay	19,876	0	0	0	—
<b>Solid Waste Collection Expenditures</b>	<b>5,349,511</b>	<b>5,447,970</b>	<b>5,424,150</b>	<b>5,612,780</b>	<b>3.0%</b>
<b>PERSONNEL</b>					
Full-Time	9	11	11	9	-18.2%
Part-Time	0	0	0	0	—
Workyears	11.4	12.9	12.9	10.9	-15.5%
<b>REVENUES</b>					
Collection Fees	5,739,519	5,702,990	5,717,630	5,767,940	1.1%
Investment Income	49,784	50,000	90,000	110,000	120.0%
<b>Solid Waste Collection Revenues</b>	<b>5,789,303</b>	<b>5,752,990</b>	<b>5,807,630</b>	<b>5,877,940</b>	<b>2.2%</b>
<b>SOLID WASTE DISPOSAL</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	4,696,500	5,192,680	5,087,180	5,829,060	12.3%
Employee Benefits	1,403,655	1,683,890	1,676,880	2,032,350	20.7%
<b>Solid Waste Disposal Personnel Costs</b>	<b>6,100,155</b>	<b>6,876,570</b>	<b>6,764,060</b>	<b>7,861,410</b>	<b>14.3%</b>
Operating Expenses	84,446,753	83,694,750	82,755,080	82,369,360	-1.6%
Debt Service G.O. Bonds	58,431	55,160	55,160	2,720	-95.1%
Debt Service Other	4,012,350	4,012,300	4,012,300	4,009,700	-0.1%
Capital Outlay	1,052,029	705,000	599,210	930,190	31.9%
<b>Solid Waste Disposal Expenditures</b>	<b>95,669,718</b>	<b>95,343,780</b>	<b>94,185,810</b>	<b>95,173,380</b>	<b>-0.2%</b>
<b>PERSONNEL</b>					
Full-Time	65	65	65	72	10.8%
Part-Time	0	0	0	0	—
Workyears	83.7	86.0	86.0	92.4	7.4%
<b>REVENUES</b>					
Civil Penalties/Fines	26,505	0	8,500	0	—
Disposal Fees/Operating Revenue	26,530,026	34,676,380	27,783,260	29,731,400	-14.3%
Systems Benefit Charge	42,923,708	47,574,410	48,570,320	52,570,340	10.5%
Sale Of Recycled Materials	3,537,133	2,312,880	3,548,700	4,352,210	88.2%
Investment Income: Pooled	2,080,098	2,920,000	3,910,000	4,820,000	65.1%
Investment Income: Non-Pooled	141,713	256,850	50,000	60,000	-76.6%
Miscellaneous	9,605,157	965,130	5,744,790	5,065,480	424.8%
License Fees	9,920	10,150	10,150	10,150	—
<b>Solid Waste Disposal Revenues</b>	<b>84,854,260</b>	<b>88,715,800</b>	<b>89,625,720</b>	<b>96,609,580</b>	<b>8.9%</b>
<b>VACUUM LEAF COLLECTION</b>					
<b>EXPENDITURES</b>					
Salaries and Wages	1,845,457	2,295,530	2,295,530	2,378,150	3.6%
Employee Benefits	418,714	789,870	789,870	832,950	5.5%
<b>Vacuum Leaf Collection Personnel Costs</b>	<b>2,264,171</b>	<b>3,085,400</b>	<b>3,085,400</b>	<b>3,211,100</b>	<b>4.1%</b>
Operating Expenses	2,266,216	1,638,430	1,758,360	1,768,590	7.9%
Capital Outlay	0	0	0	0	—
<b>Vacuum Leaf Collection Expenditures</b>	<b>4,530,387</b>	<b>4,723,830</b>	<b>4,843,760</b>	<b>4,979,690</b>	<b>5.4%</b>
<b>PERSONNEL</b>					
Full-Time	0	0	0	0	—
Part-Time	0	0	0	0	—
Workyears	52.7	52.8	52.8	52.8	—
<b>REVENUES</b>					
Collection Fees	5,703,343	5,986,260	5,991,950	6,204,620	3.6%
Investment Income	27,216	50,000	50,000	60,000	20.0%
<b>Vacuum Leaf Collection Revenues</b>	<b>5,730,559</b>	<b>6,036,260</b>	<b>6,041,950</b>	<b>6,264,620</b>	<b>3.8%</b>
<b>DEPARTMENT TOTALS</b>					
<b>Total Expenditures</b>	<b>105,549,616</b>	<b>105,515,580</b>	<b>104,453,720</b>	<b>105,765,850</b>	<b>0.2%</b>

	Actual FY05	Budget FY06	Estimated FY06	Recommended FY07	% Chg Bud/Rec
<b>Total Full-Time Positions</b>	<b>74</b>	<b>76</b>	<b>76</b>	<b>81</b>	<b>6.6%</b>
<b>Total Part-Time Positions</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>—</b>
<b>Total Workyears</b>	<b>147.8</b>	<b>151.7</b>	<b>151.7</b>	<b>156.1</b>	<b>2.9%</b>
<b>Total Revenues</b>	<b>96,374,122</b>	<b>100,505,050</b>	<b>101,475,300</b>	<b>108,752,140</b>	<b>8.2%</b>

## FY07 RECOMMENDED CHANGES

	Expenditures	WYs
<b>SOLID WASTE COLLECTION</b>		
<b>FY06 ORIGINAL APPROPRIATION</b>	<b>5,447,970</b>	<b>12.9</b>
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Refuse Collection [Refuse Collection - Residential]	219,030	0.0
Increase Cost: FY07 Compensation	29,920	0.0
Increase Cost: Motor Pool	22,370	0.0
Increase Cost: Annualization of FY06 Personnel Costs	16,010	0.0
Increase Cost: Annualization of FY06 Operating Expenses	11,230	0.0
Increase Cost: Group Insurance Adjustment	10,380	0.0
Increase Cost: Retirement Adjustment	7,310	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY06	-490	0.0
Decrease Cost: Reallocation of Finance Chargeback	-1,580	0.0
Decrease Cost: Reallocation of Personnel to the Disposal Fund	-149,370	-2.0
<b>FY07 RECOMMENDED:</b>	<b>5,612,780</b>	<b>10.9</b>
<b>SOLID WASTE DISPOSAL</b>		
<b>FY06 ORIGINAL APPROPRIATION</b>	<b>95,343,780</b>	<b>86.0</b>
<b><u>Changes (with service impacts)</u></b>		
Enhance: Transportation of Municipal Solid Waste Between the Transfer Station and the Resource Recovery Facility by Acquiring Seven Additional Rail Cars [Resource Recovery Facility & Related Waste Transfer]	700,000	0.0
Enhance: Oversight of Transfer Station Operations by Adding Two Program Managers [Solid Waste Transfer Station]	157,140	1.6
Enhance: Periodic Study of Non-Residential Waste Generation [Waste System Program Development]	150,000	0.0
Enhance: Monitoring and Oversight of the Oaks and Gude Landfills by Adding a Senior Engineer	82,310	0.8
Enhance: Environmental, Safety, and Permit Compliance at the Solid Waste Transfer Station by Adding a Safety/Compliance Engineer [Solid Waste Transfer Station]	78,570	0.8
Enhance: Long-Term Strategic Solid Waste Planning by Adding a Senior Planning Specialist [Administration]	78,360	0.8
Enhance: Recovery of Recyclable Plastic Materials by Adding One Contract Plastic Materials Sorter for a Total of Six Sorters on the Plastic Materials Recovery Line [Recycling Center]	48,100	0.0
Enhance: Residential Refuse Collection Inspector Study [Refuse Collection - Residential]	30,000	0.0
Add: Furniture Pick-Up Program [Waste Reduction]	20,000	0.0
<b><u>Other Adjustments (with no service impacts)</u></b>		
Increase Cost: Replacement of Compost Facility Equipment: Windrow Turner, Office Trailer, Conveyor, and Screener [Dickerson Compost Facility]	681,320	0.0
Increase Cost: Recycling Collection	601,000	0.0
Increase Cost: Replacement of Transfer Station Equipment: Forklift and Crane [Solid Waste Transfer Station]	248,870	0.0
Increase Cost: FY07 Compensation	212,560	0.0
Increase Cost: Maryland Environmental Service Contract to Operate the Recycling Center [Recycling Center]	186,490	0.0
Increase Cost: Annualization of FY06 Operating Expenses	185,530	0.0
Increase Cost: Reallocation of Personnel from the Collection Fund	169,820	2.0
Increase Cost: Group Insurance Adjustment	107,470	0.0
Increase Cost: Oaks Landfill Site Maintenance and Security [Oaks Landfill]	85,720	0.0
Increase Cost: Motor Pool	77,680	0.0
Increase Cost: Retirement Adjustment	63,530	0.0
Increase Cost: Maryland Environmental Service Contract to Operate the Compost Facility [Dickerson Compost Facility]	58,680	0.0
Increase Cost: Transfer Station Fuel [Solid Waste Transfer Station]	58,150	0.0
Increase Cost: Charges from Others	35,900	0.0

	Expenditures	WYs
Increase Cost: Dickerson Master Plan	29,900	0.0
Increase Cost: Annualization of FY06 Lapsed Positions	22,760	0.4
Increase Cost: Oaks Landfill Utilities [Oaks Landfill]	22,220	0.0
Increase Cost: Maryland Environmental Service Contract to Operate the Transfer Station [Solid Waste Transfer Station]	21,000	0.0
Increase Cost: Gude Landfill Utilities [Gude Landfill]	16,640	0.0
Increase Cost: Operation of Oaks Landfill Leachate Pretreatment Facility [Oaks Landfill]	13,650	0.0
Increase Cost: Reallocation of Finance Chargeback	2,140	-0.1
Decrease Cost: Annualization of FY06 Personnel Costs	-9,170	0.1
Decrease Cost: Hazardous Waste [Residential Household Hazardous Waste]	-40,000	0.0
Decrease Cost: Debt Service [Debt Service - Disposal Fund]	-55,050	0.0
Decrease Cost: Mixed Paper Recycling [Mixed Paper Recycling]	-75,960	0.0
Decrease Cost: Out-of-County Haul [Out-of-County Refuse Disposal]	-100,790	0.0
Decrease Cost: Operation of the Resource Recovery Facility Due to a Reduction in the Tonnage of Waste to be Processed and Enhanced Electricity Revenues [Resource Recovery Facility & Related Waste Transfer]	-1,918,750	0.0
Decrease Cost: Elimination of One-Time Items Approved in FY06	-2,216,190	0.0
<b>FY07 RECOMMENDED:</b>	<b>95,173,380</b>	<b>92.4</b>

<b>VACUUM LEAF COLLECTION</b>		
<b>FY06 ORIGINAL APPROPRIATION</b>	<b>4,723,830</b>	<b>52.8</b>
<b>Other Adjustments (with no service impacts)</b>		
Increase Cost: Motor Pool [Vacuum Leaf Collection]	130,880	0.0
Increase Cost: FY07 Compensation [Vacuum Leaf Collection]	89,920	0.0
Increase Cost: Group Insurance Adjustment [Vacuum Leaf Collection]	45,180	0.0
Increase Cost: Retirement Adjustment [Vacuum Leaf Collection]	25,750	0.0
Decrease Cost: Annualization of FY06 Operating Expenses [Vacuum Leaf Collection]	-720	0.0
Decrease Cost: Reallocation of Finance Chargeback [Vacuum Leaf Collection]	-1,040	0.0
Decrease Cost: Annualization of FY06 Personnel Costs [Vacuum Leaf Collection]	-34,110	0.0
<b>FY07 RECOMMENDED:</b>	<b>4,979,690</b>	<b>52.8</b>

## FUTURE FISCAL IMPACTS

Title	CE REC. FY07	FY08	FY09	(\$000's) FY10	FY11	FY12
This table is intended to present significant future fiscal impacts of the department's programs.						
<b>SOLID WASTE COLLECTION</b>						
<b>Expenditures</b>						
<b>FY07 Recommended</b>	<b>5,613</b>	<b>5,613</b>	<b>5,613</b>	<b>5,613</b>	<b>5,613</b>	<b>5,613</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	<b>0</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>	<b>15</b>
These figures represent the annualization of FY07 increments, general wage adjustments, and associated benefits.						
<b>Labor Contracts - Charges from General Fund</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
These figures represent the annualization of FY07 increments, general wage adjustments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>5,613</b>	<b>5,629</b>	<b>5,629</b>	<b>5,629</b>	<b>5,629</b>	<b>5,629</b>
<b>SOLID WASTE DISPOSAL</b>						
<b>Expenditures</b>						
<b>FY07 Recommended</b>	<b>95,173</b>	<b>95,173</b>	<b>95,173</b>	<b>95,173</b>	<b>95,173</b>	<b>95,173</b>
No inflation or compensation change is included in outyear projections.						
<b>Annualization of Positions Recommended in FY07</b>	<b>0</b>	<b>117</b>	<b>117</b>	<b>117</b>	<b>117</b>	<b>117</b>
New positions in the FY07 budget are generally assumed to be filled at least two months after the fiscal year begins. Therefore, the above amounts reflect annualization of these positions in the outyears.						
<b>Elimination of One-Time Items Recommended in FY07</b>	<b>0</b>	<b>-1,147</b>	<b>-1,147</b>	<b>-1,147</b>	<b>-1,147</b>	<b>-1,147</b>
Items recommended for one-time funding in FY07, including equipment replacement, periodic studies, and operating expenditures related to new positions, will be eliminated from the base in the outyears.						



Title	CE REC.			(\$000's)		
	FY07	FY08	FY09	FY10	FY11	FY12
<b>Labor Contracts</b>	0	69	69	69	69	69
These figures represent the annualization of FY07 increments, general wage adjustments, and associated benefits.						
<b>Labor Contracts - Charges from the General Fund</b>	0	17	17	17	17	17
These figures represent the annualization of FY07 increments, general wage adjustments, and associated benefits.						
<b>Compost Facility Stormwater Management Repairs</b>	0	120	0	132	0	0
Repairs to the stormwater management ponds at the Compost Facility will be necessary in FY08 and FY10.						
<b>Equipment Replacement</b>	0	2,310	1,334	621	1,622	949
Replacement of equipment at the Transfer Station, Compost Facility, and Recycling Center.						
<b>Gude Drive Processing Facility</b>	0	0	209	416	415	415
These figures represent the impacts on the Operating Budget (maintenance, utilities, staff) of projects included in the County Executive's FY07-12 Recommended Capital Improvements Program.						
<b>Periodic Studies</b>	0	0	146	0	0	158
Studies on a range of solid waste disposal and recycling topics are conducted on a multi-year cycle resulting in annual fluctuations in program costs.						
<b>Subtotal Expenditures</b>	<b>95,173</b>	<b>96,659</b>	<b>95,919</b>	<b>95,399</b>	<b>96,267</b>	<b>95,752</b>
<b>VACUUM LEAF COLLECTION</b>						
<b>Expenditures</b>						
<b>FY07 Recommended</b>	<b>4,980</b>	<b>4,980</b>	<b>4,980</b>	<b>4,980</b>	<b>4,980</b>	<b>4,980</b>
No inflation or compensation change is included in outyear projections.						
<b>Labor Contracts</b>	0	29	29	29	29	29
These figures represent the annualization of FY07 increments, general wage adjustments, and associated benefits.						
<b>Subtotal Expenditures</b>	<b>4,980</b>	<b>5,008</b>	<b>5,008</b>	<b>5,008</b>	<b>5,008</b>	<b>5,008</b>

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## **SOLID WASTE ENTERPRISE FUND**

### **RATES AND FISCAL PROJECTIONS FOR FY07-12**

#### **Assumptions:**

- Refuse collection services are maintained at their current level, and the annual household collection charge is unchanged at \$66.00.
- Vacuum leaf collection services are also maintained at their current level, but the annual single family household charge increases from \$74.28 to \$76.92 to fund the recommended budget and to establish a fund balance of at least \$250,000 at the end of FY07, consistent with the fund balance policy developed in August 2004.
- The County Executive recommends maintaining the disposal fee for municipal solid waste received at the Transfer Station (known as the “Tipping Fee”) at \$52.00 per ton.
- Solid waste system service charges are adjusted to ensure the fiscal health of the fund (i.e., positive cash and retained earnings). The Executive recommends increasing the single-family service charges from \$195.58 to \$203.65.
- Expenditures for certain programs, such as the Resource Recovery Facility, Out-of-County Haul, and Mixed Paper Recycling, are calculated based on waste generation, disposal, and recycling estimates, as well as inflation. Other expenditures are increased by inflation, except where contract or scheduled costs apply.

FY07-12 PUBLIC SERVICES PROGRAM: FISCAL PLAN				SOLID WASTE COLLECTION FUND			
FISCAL PROJECTIONS	FY06 ESTIMATE	FY07 RECOMMENDED	FY08 PROJECTION	FY09 PROJECTION	FY10 PROJECTION	FY11 PROJECTION	FY12 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	12.60%	12.76%	12.76%	12.76%	12.76%	12.76%	12.76%
CPI (Fiscal Year)	3.7%	2.6%	2.6%	2.7%	2.7%	2.7%	2.7%
Charge per Household (Once-weekly refuse collection)	\$66.00	\$66.00	\$66.00	\$67.73	\$72.08	\$74.81	\$77.80
Households Receiving Collection Service	87,393	87,393	87,554	87,712	87,870	88,029	88,029
<b>BEGINNING NET ASSETS</b>	<b>1,084,470</b>	<b>1,333,530</b>	<b>1,473,730</b>	<b>1,398,190</b>	<b>1,251,800</b>	<b>1,255,350</b>	<b>1,257,250</b>
<b>REVENUES</b>							
Charges For Services	5,717,630	5,767,940	5,778,560	5,940,730	6,333,670	6,585,450	6,848,660
Miscellaneous	90,000	110,000	120,000	130,000	140,000	150,000	160,000
<b>Subtotal Revenues</b>	<b>5,807,630</b>	<b>5,877,940</b>	<b>5,898,560</b>	<b>6,070,730</b>	<b>6,473,670</b>	<b>6,735,450</b>	<b>7,008,660</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(134,420)</b>	<b>(124,960)</b>	<b>(130,480)</b>	<b>(136,380)</b>	<b>(142,550)</b>	<b>(149,020)</b>	<b>(155,790)</b>
<b>TOTAL RESOURCES</b>	<b>6,757,680</b>	<b>7,086,510</b>	<b>7,241,810</b>	<b>7,332,540</b>	<b>7,582,920</b>	<b>7,841,780</b>	<b>8,110,120</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(5,424,150)	(5,612,780)	(5,843,620)	(6,080,740)	(6,327,570)	(6,584,530)	(6,852,030)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(5,424,150)</b>	<b>(5,612,780)</b>	<b>(5,843,620)</b>	<b>(6,080,740)</b>	<b>(6,327,570)</b>	<b>(6,584,530)</b>	<b>(6,852,030)</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(5,424,150)</b>	<b>(5,612,780)</b>	<b>(5,843,620)</b>	<b>(6,080,740)</b>	<b>(6,327,570)</b>	<b>(6,584,530)</b>	<b>(6,852,030)</b>
<b>YEAR END NET ASSETS</b>	<b>1,333,530</b>	<b>1,473,730</b>	<b>1,398,190</b>	<b>1,251,800</b>	<b>1,255,350</b>	<b>1,257,250</b>	<b>1,258,090</b>
<b>END-OF-YEAR NET ASSETS AS A PERCENT OF RESOURCES</b>	<b>19.7%</b>	<b>20.8%</b>	<b>19.3%</b>	<b>17.1%</b>	<b>16.6%</b>	<b>16.0%</b>	<b>15.5%</b>
<p>Assumptions:</p> <p>1. Refuse collection charges are adjusted to achieve cost recovery.</p> <p>Notes:</p> <p>1. The refuse collection charge is adjusted annually to fund the approved service program and to maintain an ending fund balance between 10% and 15% of resources at the end of the six-year planning period. The fund balance policy for the Collection Fund was completed in August 2004.</p>							

FY07-12 DIVISION OF SOLID WASTE SERVICES				SOLID WASTE DISPOSAL FUND			
FISCAL PROJECTIONS	ESTIMATE FY06	RECOMMENDED FY07	PROJECTED FY08	PROJECTED FY09	PROJECTED FY10	PROJECTED FY11	PROJECTED FY12
<b>CHARGES/FEES</b>							
Single-Family Charges (\$/Household)	195.58	203.65	206.51	209.27	210.97	213.00	214.85
Multi-Family Charges (\$/Dwelling Unit)	21.29	20.58	21.55	22.73	23.77	25.06	26.42
Nonresidential Charges (average \$/2000 sq. ft.)	185.30	195.53	201.96	207.85	210.64	213.63	213.74

#### OPERATIONS CALCULATION

Goal is to maintain Net Change near zero

<b>REVENUES</b>							
Disposal Fees	27,783,260	29,731,400	30,161,230	30,592,410	31,023,590	31,463,700	31,903,810
Charges for Services/SBC	48,570,320	52,570,340	54,331,360	56,008,900	57,250,180	58,894,920	60,117,230
Miscellaneous	9,312,140	9,427,840	9,691,870	9,956,070	10,221,250	10,482,220	10,670,880
Investment Income	3,960,000	4,880,000	5,180,000	5,500,000	5,810,000	6,130,000	6,470,000
<b>Subtotal Revenues</b>	<b>89,625,720</b>	<b>96,609,580</b>	<b>99,364,460</b>	<b>102,057,380</b>	<b>104,305,020</b>	<b>106,970,850</b>	<b>109,161,920</b>
<b>INTERFUND TRANSFERS</b>	<b>1,263,410</b>	<b>1,318,610</b>	<b>1,548,420</b>	<b>1,220,900</b>	<b>1,121,220</b>	<b>1,250,360</b>	<b>1,092,740</b>
<b>EXPENDITURES</b>	-	-	-	-	-	-	-
Personnel Costs	(6,764,060)	(7,861,410)	(8,418,350)	(8,809,500)	(9,219,040)	(9,647,820)	(10,096,760)
Operating Expenses	(86,822,540)	(86,381,780)	(90,983,260)	(92,859,640)	(96,347,420)	(99,726,140)	(103,635,280)
Capital Outlay	(599,210)	(930,190)	(2,429,820)	(1,334,240)	(752,940)	(1,622,050)	(948,970)
<b>Subtotal Expenditures</b>	<b>(94,185,810)</b>	<b>(95,173,380)</b>	<b>(101,831,430)</b>	<b>(103,003,380)</b>	<b>(106,319,400)</b>	<b>(110,996,010)</b>	<b>(114,681,010)</b>
<b>CURRENT RECEIPTS TO CIP</b>	<b>(4,022,000)</b>	<b>(7,391,000)</b>	<b>(1,676,000)</b>	<b>(1,654,000)</b>	-	-	-
<b>PAYOUT OF CLOSURE COSTS (Non-CIP)</b>	<b>1,574,860</b>	<b>1,602,290</b>	<b>1,646,880</b>	<b>1,691,970</b>	<b>1,738,350</b>	<b>1,787,360</b>	<b>1,837,830</b>
<b>CY ACCRUED CLOSURE COSTS</b>	<b>(460,670)</b>	<b>(52,610)</b>	<b>(44,600)</b>	<b>(47,540)</b>	<b>(48,900)</b>	<b>(50,300)</b>	<b>(51,790)</b>
<b>NET CHANGE</b>	<b>(6,204,490)</b>	<b>(3,086,510)</b>	<b>(992,270)</b>	<b>265,330</b>	<b>796,290</b>	<b>(1,037,740)</b>	<b>(2,640,310)</b>

#### CASH POSITION

Goal is to maintain Cash and Investments Over/(Under) Reserve Requirements at greater than zero

<b>ENDING CASH &amp; INVESTMENTS</b>							
Unrestricted Cash	29,341,680	25,964,070	24,149,810	22,584,200	20,534,370	16,892,900	11,990,400
Restricted Cash	36,907,970	35,901,940	35,620,250	36,084,300	37,613,330	38,918,240	39,800,450
<b>Subtotal Cash &amp; Investments</b>	<b>66,249,640</b>	<b>61,866,010</b>	<b>59,770,060</b>	<b>58,668,500</b>	<b>58,147,700</b>	<b>55,811,140</b>	<b>51,790,850</b>
<b>RESERVE &amp; LIABILITY REQUIREMENTS</b>	-	-	-	-	-	-	-
Management Reserve	(22,790,240)	(24,453,610)	(24,749,160)	(25,577,600)	(26,746,320)	(27,668,060)	(28,470,650)
Debt Service Reserve	(2,534,620)	(2,234,040)	(1,915,500)	(1,590,000)	(1,248,000)	(893,000)	(524,000)
Future System Contingency Reserve	(2,612,120)	(1,000,000)	(1,000,000)	(1,000,000)	(1,725,890)	(2,460,510)	(3,203,860)
Research & Development Reserve	(2,321,140)	(2,634,590)	(2,955,870)	(3,284,560)	(3,620,580)	(3,963,830)	(4,311,730)
Renewal & Replacement Reserve	(2,876,290)	(2,047,550)	(1,975,910)	(2,114,280)	(2,171,370)	(2,229,990)	(2,290,200)
Stability Reserve	(3,773,550)	(3,532,150)	(3,023,810)	(2,517,860)	(2,101,170)	(1,702,840)	(1,000,000)
<b>Subtotal Reserve Requirements</b>	<b>(36,907,970)</b>	<b>(35,901,940)</b>	<b>(35,620,250)</b>	<b>(36,084,300)</b>	<b>(37,613,330)</b>	<b>(38,918,240)</b>	<b>(39,800,450)</b>
Closure/Postclosure Liability	(20,999,350)	(19,449,670)	(17,847,380)	(16,202,950)	(14,513,500)	(12,776,440)	(10,990,400)
<b>Subtotal Reserve &amp; Liability Requirements</b>	<b>(57,907,310)</b>	<b>(55,351,600)</b>	<b>(53,467,630)</b>	<b>(52,287,250)</b>	<b>(52,126,820)</b>	<b>(51,694,680)</b>	<b>(50,790,850)</b>
<b>CASH &amp; INVESTMENTS OVER/(UNDER) RESERVE &amp; LIABILITY REQUIREMENTS</b>	<b>8,342,330</b>	<b>6,514,410</b>	<b>6,302,430</b>	<b>6,381,250</b>	<b>6,020,870</b>	<b>4,116,460</b>	<b>1,000,000</b>

#### RETAINED EARNINGS

Goal is to maintain Retained Earnings at greater than reserve requirements

<b>ENDING RETAINED EARNINGS</b>	49,944,560	55,699,860	58,850,480	61,895,830	63,614,960	64,610,390	63,351,590
Less: Reserve Requirements	(36,907,970)	(35,901,940)	(35,620,250)	(36,084,300)	(37,613,330)	(38,918,240)	(39,800,450)
<b>RETAINED EARNINGS OVER/(UNDER) RESERVE REQUIREMENTS</b>	<b>13,036,590</b>	<b>19,797,930</b>	<b>23,230,230</b>	<b>25,811,540</b>	<b>26,001,630</b>	<b>25,692,140</b>	<b>23,551,130</b>

**FY07-12 PUBLIC SERVICES PROGRAM: FISCAL PLAN**
**VACUUM LEAF COLLECTION FUND**

FISCAL PROJECTIONS	FY06 ESTIMATE	FY07 RECOMMENDED	FY08 PROJECTION	FY09 PROJECTION	FY10 PROJECTION	FY11 PROJECTION	FY12 PROJECTION
<b>ASSUMPTIONS</b>							
Indirect Cost Rate	12.60%	12.76%	12.76%	12.76%	12.76%	12.76%	12.76%
CPI (Fiscal Year)	3.7%	2.6%	2.6%	2.7%	2.7%	2.7%	2.7%
Charge per single-family household	\$74.28	\$76.92	\$83.19	\$82.47	\$84.72	\$89.93	\$91.93
Charge per multi-family unit	\$2.72	\$2.96	\$3.20	\$3.18	\$3.26	\$3.46	\$3.54
Single-family households in leaf collection district	79,016	79,194	79,340	79,483	79,627	79,770	79,770
Multi-family units in leaf collection district	38,095	38,181	38,251	38,320	38,389	38,459	38,459
<b>BEGINNING CASH BALANCE</b>	<b>267,890</b>	<b>239,070</b>	<b>299,070</b>	<b>359,070</b>	<b>419,070</b>	<b>479,070</b>	<b>539,070</b>
<b>REVENUES</b>							
Charges For Services	5,991,950	6,204,620	6,722,580	6,676,800	6,871,030	7,306,770	7,469,050
Miscellaneous	50,000	60,000	60,000	60,000	60,000	60,000	60,000
<b>Subtotal Revenues</b>	<b>6,041,950</b>	<b>6,264,620</b>	<b>6,782,580</b>	<b>6,736,800</b>	<b>6,931,030</b>	<b>7,366,770</b>	<b>7,529,050</b>
<b>INTERFUND TRANSFERS (Net Non-CIP)</b>	<b>(1,227,010)</b>	<b>(1,224,930)</b>	<b>(1,549,200)</b>	<b>(1,296,570)</b>	<b>(1,275,200)</b>	<b>(1,486,220)</b>	<b>(1,414,240)</b>
<b>TOTAL RESOURCES</b>	<b>5,082,830</b>	<b>5,278,760</b>	<b>5,532,450</b>	<b>5,799,300</b>	<b>6,074,900</b>	<b>6,359,620</b>	<b>6,653,880</b>
<b>PSP OPER. BUDGET APPROP/ EXP'S.</b>							
Operating Budget	(4,843,760)	(4,979,690)	(5,173,380)	(5,380,230)	(5,595,830)	(5,820,550)	(6,054,810)
<b>Subtotal PSP Oper Budget Approp / Exp's</b>	<b>(4,843,760)</b>	<b>(4,979,690)</b>	<b>(5,173,380)</b>	<b>(5,380,230)</b>	<b>(5,595,830)</b>	<b>(5,820,550)</b>	<b>(6,054,810)</b>
<b>TOTAL USE OF RESOURCES</b>	<b>(4,843,760)</b>	<b>(4,979,690)</b>	<b>(5,173,380)</b>	<b>(5,380,230)</b>	<b>(5,595,830)</b>	<b>(5,820,550)</b>	<b>(6,054,810)</b>
<b>YEAR END CASH BALANCE</b>	<b>239,070</b>	<b>299,070</b>	<b>359,070</b>	<b>419,070</b>	<b>479,070</b>	<b>539,070</b>	<b>599,070</b>
<b>END-OF-YEAR CASH BALANCE AS A PERCENT OF RESOURCES</b>	<b>4.7%</b>	<b>5.7%</b>	<b>6.5%</b>	<b>7.2%</b>	<b>7.9%</b>	<b>8.5%</b>	<b>9.0%</b>

**Assumptions:**

1. Prior to FY04, the Vacuum Leaf Collection program was accounted for within the Solid Waste Disposal Sub-Fund. Beginning in FY04, this program's operations are accounted for within a separate sub-fund of the Solid Waste Enterprise Fund.
2. Leaf vacuuming charges are adjusted to achieve cost recovery.

**Notes:**

1. The rates have been set to establish a fund balance of at least \$250,000 at the end of FY07, consistent with the fund balance policy developed in August 2004. In future years, rates will be adjusted annually to fund the approved service program and maintain the appropriate ending funding balance.
2. It is the Executive's intent to undertake a reconciliation of prior years' records to ensure that the costs of this program are properly allocated to this fund.

## FY07 Solid Waste Service Charges

1. **Purpose** - To fund solid waste management services provided to residents and businesses in Montgomery County through service charges to all entities that benefit from such services.
2. **Classification of Service Charges** - There are five basic categories of service charges:

*Base Systems Benefit Charge* - Paid by all entities to cover costs of system administration, historical debt service, waste reduction, and "stand-by" disposal capacity.

*Incremental Systems Benefit Charge* - Paid by entities based on sector-specific services they receive (single-family homeowners pay for curbside recycling collection and processing, businesses pay for the commercial recycling program, etc.)

*Disposal Charges* - Paid as a service charge via the tax bill or at the Transfer Station by all entities who deliver solid waste to Montgomery County for disposal. At the Solid Waste Transfer Station, this charge is referred to as the "Tipping Fee" for accepting municipal solid waste for disposal.

*Leaf Vacuuming Charge* - Covers the cost of leaf vacuuming service provided in the Leaf Vacuuming District.

*Refuse Collection Charge* - Paid by homeowners who receive once weekly refuse collection service by County contractors.

3. **Implementation of Service Charges** - Service charges are collected from the various sectors in the following manner:

	<b>Base Systems Benefit Charge</b>	<b>Incremental Systems Benefit Charge</b>	<b>Disposal Charge</b>	<b>Leaf Vacuuming Charge</b>	<b>Refuse Collection Charge</b>
<b>Unincorporated Single-Family</b>	Via tax bill	Via tax bill	Via tax bill	Via tax bill to those serviced	Via tax bill to those serviced
<b>Incorporated Single-Family</b>	Via tax bill	Not applicable	Charged at Transfer Station	Not applicable	Not applicable
<b>Unincorporated Multi-family</b>	Via tax bill	Via tax bill	Charged at Transfer Station	Via tax bill to those serviced	Not applicable
<b>Incorporated Multi-family</b>	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
<b>Unincorporated Non-Residential</b>	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable
<b>Incorporated Non-Residential</b>	Via tax bill	Via tax bill	Charged at Transfer Station	Not applicable	Not applicable

**FY07 RECOMMENDED SOLID WASTE SERVICE CHARGES TO BE COLLECTED VIA REAL PROPERTY ACCOUNT BILLING**

	Base Charge (\$/ton)	Billing Rate (tons/ x household)	Disposal Charge	Base Systems Benefit Charge	Incremental Systems Benefit Charge	Refuse Collection Charge	Leaf Vacuuming Charge	Total Bill
<b>SUBDISTRICT A (Refuse Collection District)*</b>								
Inside Leaf Vacuuming District	\$52.00	0.89224	\$46.40	\$58.82	\$98.43	\$66.00	\$ 76.92	\$346.57
Outside Leaf Vacuuming District	\$52.00	0.89224	\$46.40	\$58.82	\$98.43	\$66.00		\$269.65
Incorporated				\$58.82				\$58.82
<b>SUBDISTRICT B SINGLE-FAMILY**</b>								
Incorporated				\$58.82				\$58.82
Inside Leaf Vacuuming District								
Unincorporated	\$52.00	0.89224	\$46.40	\$58.82	\$98.43		\$76.92	\$280.57
Outside Leaf Vacuuming District								
Unincorporated	\$52.00	0.89224	\$46.40	\$58.82	\$98.43			\$203.65
<b>MULTI-FAMILY RESIDENTIAL**</b>								
Incorporated				\$17.04	\$3.54			\$20.58
Unincorporated								
Outside Leaf Vacuuming District				\$17.04	\$3.54			\$20.58
Inside Leaf Vacuuming District				\$17.04	\$3.54		\$ 2.96	\$23.54
<b>NONRESIDENTIAL - \$/2,000 SQ. FT. ***</b>								
Waste Generation Categories								
Low				98.87	(1.68)			\$97.19
Medium Low				296.61	(5.04)			\$291.57
Medium				494.35	(8.39)			\$485.96
Medium High				692.09	(11.75)			\$680.34
High				889.84	(15.11)			\$874.73

**OTHER RECOMMENDED FY07 SOLID WASTE FEES**

Base Solid Waste Charge:		
(This is known as the "Tipping Fee")	\$52.00 /disposal ton	
Waste delivered for disposal <500 lb loads in privately owned and operated vehicles or trailers <1,000 capacity:		Recyclable Materials Acceptance Fees:
	\$0.00 /disposal ton	Paper and Commingled Containers \$0.00 /ton
		Yard Trim \$36.00 /ton
Waste delivered in open-top roll-off box	\$60.00 /disposal ton	Miscellaneous: Compost Bins \$0.00 each

\* Note: Base System Benefit Charges are set to cover County Base System Costs net of Disposal Charges.

\*\* With respect to Base and Incremental System Benefit Charges, this category includes dwellings in buildings of six or fewer households.

\*\*\* The Nonresidential rate multiplied by the total number of 2,000 square foot units of enclosed area equals the nonresidential charge.

